



*Bushbuckridge Water Board Service Area
Retail Water Distribution Project*

**RECORD OF THE PROJECT REVIEW WORKSHOP
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1.1 Objectives of the workshop

- To assist the USAID Mission, DWAF, and the Water Services Authority and key project participants in reviewing the results of Retail Water Distribution Project over the previous year of project activities from October 2002 through September 2003
- To provide inputs to the final workplan for the remainder of the project period.

1.2 Participants

Refer to the attendance register

1.3 Summary of workshop deliberations

The COP presented project progress focusing on the key task areas, highlighting achievements over the last 12 months and the constraints that delayed project progress on some of the key activities. The presentation was concluded with a proposal for a need to extend the project to July 2005 as well as suggesting areas of focus during extension period and a possible workplan.

After the presentation and questions for clarity, the participants established five groups established to look at each of the key task areas of the project, make proposals and recommend activities that would inform the workplan for the remainder of the project. The following is a report back from each of the groups

1.3.1 Policy, Planning and Transfer

- Development of a sanitation policy for BDM because it was given high priority and DWAF has a sanitation policy and strategy based on the 2010 targets. Using this as a framework RWDP should arrange a workshop with DWAF and BDM to develop a local strategy
- Assist the disaster management function by developing drought management policy
- Assist in the appointment of WSP's to promote water conservation and imposing water restrictions
- Assist in implementing the communication strategy that was approved at a workshop in January 2003
- Cost Recovery Policy – Soft targets or high level consumers should be identified for the immediate implementation of cost recovery
- Management team to be appointed to discharge water services provision
- Development of training plans for water services personnel for BDM, local municipalities and DWAF imperative
- Check with Collacom Migration Plan for resources i.e. human resources finances
- To facilitate the transfer process WSP agreements and WSP structures should be finalized
- Human resources issues should also be concluded

1.3.2 Management Systems and Cost Recovery

Problem areas for management systems

- Policies and procedures
- Job descriptions
- Lack of capacity i.e. Human and financial resources as well as skills
- Coordination of activities for both BDM and local municipalities

Problem areas for cost recovery

- No IT specialist
- No IT system maintenance
- Lack of infrastructure (water meters)
- Unskilled staff
- Incorrect data
- Job descriptions not well defined
- Unauthorized connections
- Unfunded budget
- Service levels not established
- Funding for Free Basic Water still a problems
- Credit control not in place to deal with culture of non payment

Recommendations: (Management systems)

- The project should assist in preparing policies and procedures and job descriptions
- Facilitate the speedy appointment of WSP management team.
- Assisting in the training of identified staff
- Assist in the implementation of communication strategy
- Leverage funding

Recommendations: (Cost Recovery)

- Appointment of IT specialist at district level
- Service level agreement with the supplier
- Capital funding to install water meters and maintenance
- Ensure that operations and maintenance are properly funded
- Service level agreement with Bushbuckridge water
- Implement communication strategy
- Identify sources of funds to fund Free Basic Water and the budget deficit

1.3.3 Public Awareness/Customer outreach

- The Project has assisted with the development of a comprehensive communication strategy
- Instill a sense of ownership through the establishment of communication departments
- Personnel in the communication department should be trained in:
 - Internal communications – i.e. communication with other municipalities
 - External communication – Communication with the public
 - Intradepartmental communication- communication with other department within the municipality.
- Important communication issues within the district should first be consolidated at the District Communication Forum before they are taken to the communication department
- Communication department decides on the appropriate tools and disseminate the information accordingly
- Communication department should also set up mechanisms to allow feedback to take place.
- Assist with the appointment of suitably qualified personnel
- Assist in basic communication training to officials, ward councilors and ward committees and Community Development Forums

1.3.4 Operations and Maintenance

Status Quo

- Refurbishment proposals – fixed assets, functional assessment, village audits & immediate interventions.
- Evaluation of staff – skills audit for DWAF and municipal staff done
- Proposed structure of WSP (approved for Bushbuckridge & proposed for Maruleng)
- Indicative Operations & Maintenance budget available
- WSA exists
- Interim WSP – DWAF operates as a WSP in the peri urban & rural areas and local municipalities in the formal towns
- WSP Bulk Water exists
- Draft sanitation strategy available

Priorities to July 2005

- Water Services Provider staff identified and trained
- Develop standard operating procedures
- Refurbishment commenced (50%)
- Assess and supplement movable assets
- Transfer of responsibility takes place July 2004 (DWAF staff seconded in interim)
- The district municipality to have conditions of service within 3 months
- Water distribution procedures to move towards equitable distribution
- Appointment and development of water services management team
- Finalise WSP legal status and structure
- Finalise district sanitation strategy/policy
- Support application for sustainable O&M funding
- Capacity development of WSA function

1.3.5 Institutional learning /Staff development

- Staff placement: design an organogram and identify skills required
- Appointment of staff with appropriate skills
- Transfer of DWAF personnel
- Training should not be confined to top and middle management but should also include technical staff at lower levels
- On the job training should be ongoing for the technical staff
- Promote information sharing through workshops and meetings
- Develop training plans
- Identify and establish contacts with Dept. of Labour, SETA and NCWSTI for possible funding
- Finalisation of skills audit
- Draft plans for the implementation of training and invite comments from stakeholders
- Implement training plan
- Identify other training initiatives and contacts
- Partner with other service providers
- Assess and evaluate impact of training